

Shalby/SE/2026-27/39

August 12, 2026

The Listing Department
National Stock Exchange of India Ltd
Mumbai 400 051.

Scrip Code : SHALBY

Through : <https://neaps.nseindia.com/NEWLISTINGCORP/>

Corporate Service Department
BSE Limited
Mumbai 400 001.

Scrip Code: 540797

Through : <http://listing.bseindia.com>

Sub: Investor Presentation for the quarter ended 30th June 2026

Dear Sir / Madam,

We are submitting herewith Investor Presentation on financial & operational performance of the Company for the Quarter ended June 30, 2026, which will be discussed at the Investor Conference call scheduled tomorrow i.e. on August 13, 2026 at 10:30 a.m IST.

The said Investor Presentation is being uploaded on website of our Company at <https://www.shalby.org/investors/> → Investors Presentation.

You are requested to take the same on your record.

Thanking you,

Yours sincerely
For **Shalby Limited**

Tushar Shah
Vice President & Company Secretary
Mem. No: FCS-7216

Encl.: Investor Presentation

SHALBY LIMITED

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CIN: L85110GJ2004PLC044667

SHALBY LIMITED

•Passion•Compassion•Innovation•

Investor Presentation

Q1 FY2027



SHALBY
MULTI-SPECIALTY
HOSPITALS

SHALBY
ORTHOPEDICS
CENTRE OF EXCELLENCE

SHALBY
INTERNATIONAL
HOSPITALS

 **SHALBY**
MedTech

 **SHALBY Global**
Technologies Pte. Ltd.

 **SAT India**
RESTORING MOBILITY, IMPROVING LIVES.
Pvt. Ltd.

 **SAT Inc.**
RESTORING MOBILITY, IMPROVING LIVES.

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This presentation contains certain "forward looking statements". Forward-looking statements are based on certain assumptions and expectations of future events. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Although the Company believes that such forward-looking statements are based on reasonable assumptions, it can give no assurance that such expectations will be met. Neither the Company nor any of its advisors or representatives assumes any responsibility to update forward-looking statements or to adapt them to future events or developments.

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AGENDA

01

SHALBY CONSOLIDATED **QUARTERLY PERFORMANCE**

02

SHALBY STANDALONE **QUARTERLY PERFORMANCE**

03

SHALBY INTERNATIONAL **QUARTERLY PERFORMANCE**

04

SHALBY MEDTECH **QUARTERLY PERFORMANCE**

05

ABOUT SHALBY LIMITED

Consolidated Financial Highlights

Consolidated Total Revenue at ₹ 3,386 mn in Q1 FY27 vs ₹ 3,034 mn in Q1 FY26

Consolidated EBITDA at ₹ 490 mn in Q1 FY27 vs ₹ 485 mn in Q1 FY26

Consolidated PBT at ₹ 197 mn in Q1 FY27 vs ₹ 227 mn in Q1 FY26

Consolidated PAT at ₹ 105 mn in Q1 FY27 vs ₹ 77 mn in Q1 FY26

Consolidated Annualized ROCE stood at 6.7%

Standalone Financial Highlights

Standalone Total Revenue at ₹ 2,591 mn in Q1 FY27 vs ₹ 2,422 mn in Q1 FY26

Standalone EBITDA at ₹ 478 mn in Q1 FY27 vs ₹ 524 mn in Q1 FY26

Standalone PBT at ₹ 339 mn in Q1 FY27 vs ₹ 401 mn in Q1 FY26

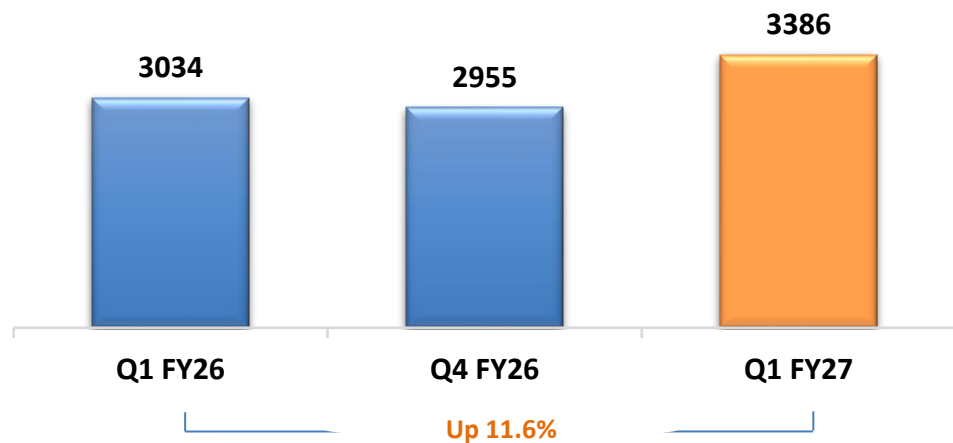
Standalone PAT at ₹ 251 mn in Q1 FY27 vs ₹ 257 mn in Q1 FY26

Standalone Annualized ROCE stood at 9.4%

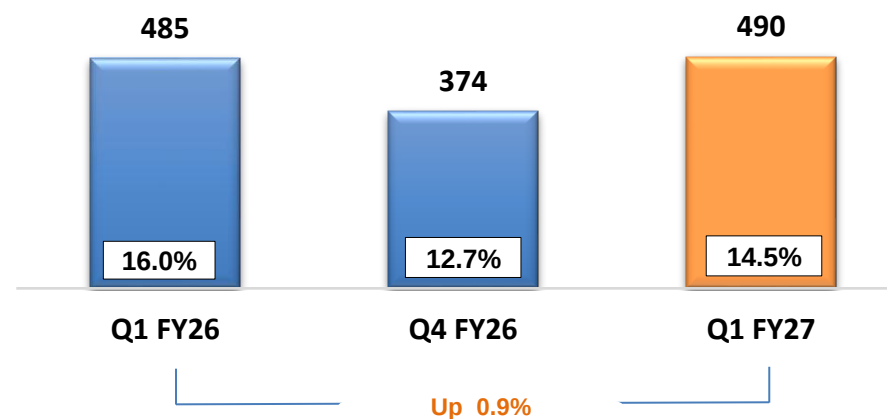
Consolidated Performance Highlights – Q1 FY27

Financial Performance (in INR Mn)

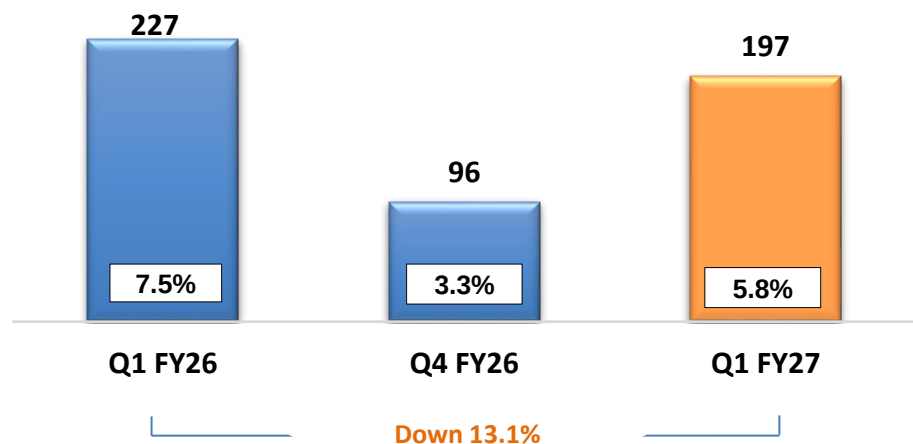
Total Revenue



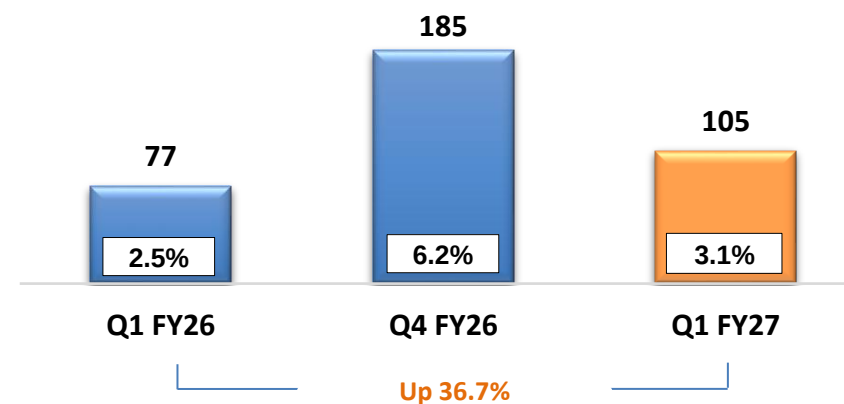
EBITDA¹ & Margin



PBT & Margin



PAT & Margin



1. EBITDA includes other income

Profit & Loss

Particulars (INR Mn)	Q1 FY27	Q4 FY26	Q1 FY26	Q-o-Q Growth	Y-o-Y Growth
Total Revenue	3386	2955	3034	14.6%	11.6%
EBITDA²	490	374	485	30.9%	0.9%
<i>EBITDA Margin %</i>	<i>14.5%</i>	<i>12.7%</i>	<i>16.0%</i>		
PBT	197	96	227	105.0%	(13.1%)
<i>PBT Margin %</i>	<i>5.8%</i>	<i>3.3%</i>	<i>7.5%</i>		
PAT	105	185	77	(43.1%)	36.7%
<i>PAT Margins %</i>	<i>3.1%</i>	<i>6.2%</i>	<i>2.5%</i>		

Balance Sheet (INR Mn)

Gross Borrowings	5509
Cash & Cash Equivalents	873
Net Cash/(Debt)	(4636)
Debt/Equity	0.46x
ROCE¹	6.7%

Notes:

1. ROCE= Annualized EBIT/ Average (Equity +Debt- Cash & Cash Equivalent) 2. EBITDA includes other income.

Shalby Limited : Consolidated Revenue & EBITDA Breakup – Q1 FY27

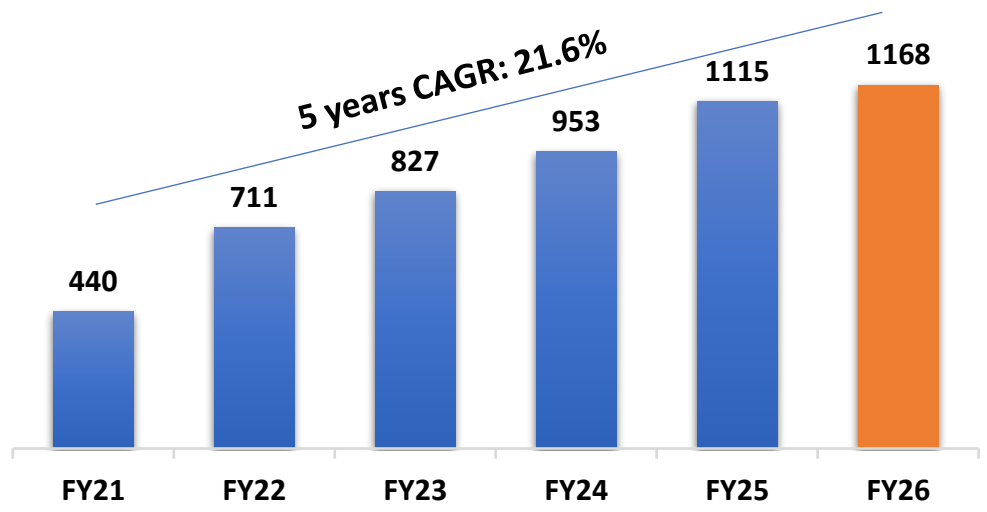
	Revenue (%)	Revenue (in INR Mn)	EBITDA (in INR Mn)
Shalby Hospitals, Pharma & Franchise ¹	78.32%	2652.2	450.5
Shalby International (PK Healthcare, Delhi-NCR) ²	7.75%	262.3	39.2
Shalby MedTech (Implant Business)	13.92%	471.7	1.6
Others	0.01%	0.2	(1.3)
Shalby Limited (Consolidated)	100%	3386.4	490.0

Notes:

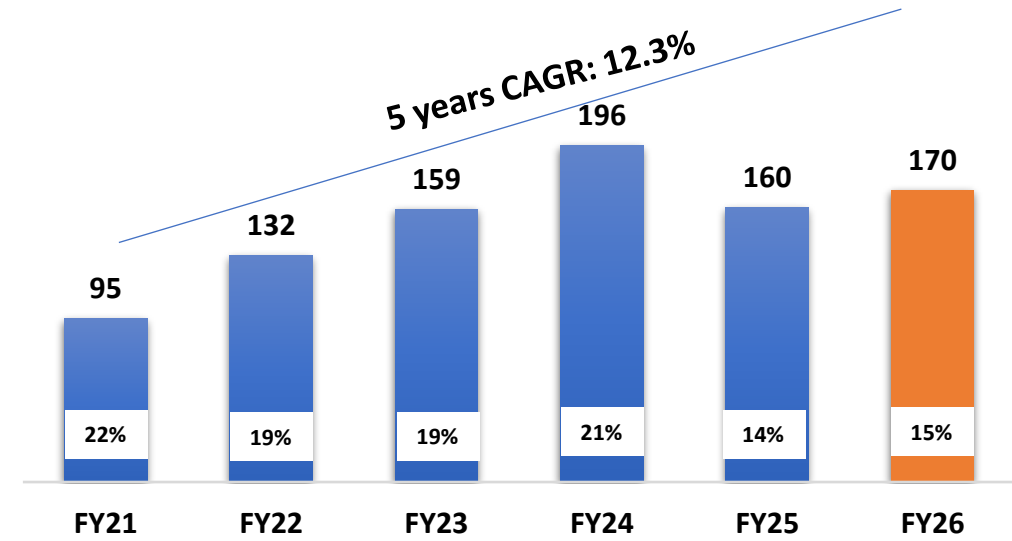
1. Includes Shalby Academy, Slaney and Griffin which is into pharmacy trading 2.Includes fellow subsidiaries in Delhi-NCR region.

Financial Trends – Shalby Limited (Consolidated)

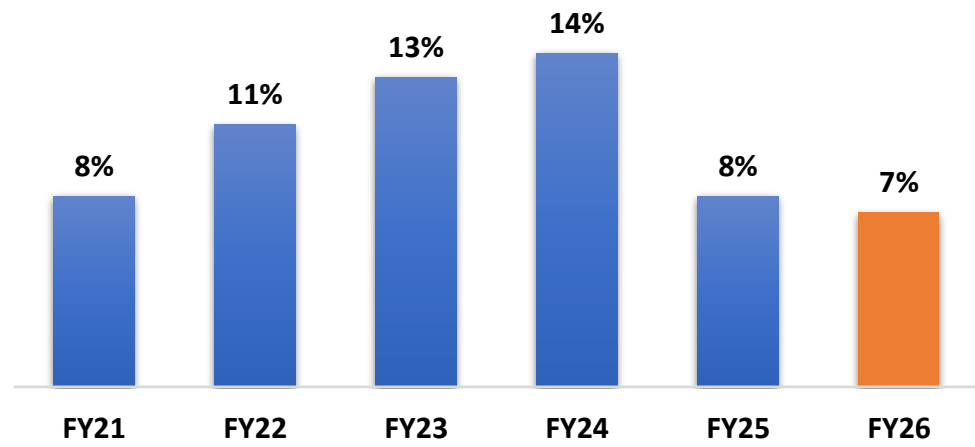
Total Revenue (In INR Crs)



EBITDA (In INR Crs) & Margin (%)



ROCE (%)



SHALBY LIMITED BUSINESS VERTICALS

SHALBY
MULTI-SPECIALTY
— **HOSPITALS** —





Dr Vikram I Shah,
Founder & Chairman

Dr Vikram I. Shah, the Founder of Shalby Ltd, is a world-renowned Joint Replacement Surgeon who innovated the “**Zero Technique**” that revolutionized Joint Replacement Surgery.

A visionary entrepreneur, he transformed Shalby from a 6-bedded hospital in 1994 to an integrated healthcare group with 13 hospitals network and 2200+ beds across 10 cities in India, with an implant manufacturing facility in California, USA and a distribution facility in India and South-East Asian countries.

Shalby is today the Biggest Corporate Hospital Group in Western and Central India, focusing on all major disciplines in medicine, with credentials of being the Largest Joint Replacement Centre of the World, having done over 1,75,000+ successful joint replacement surgeries till date.

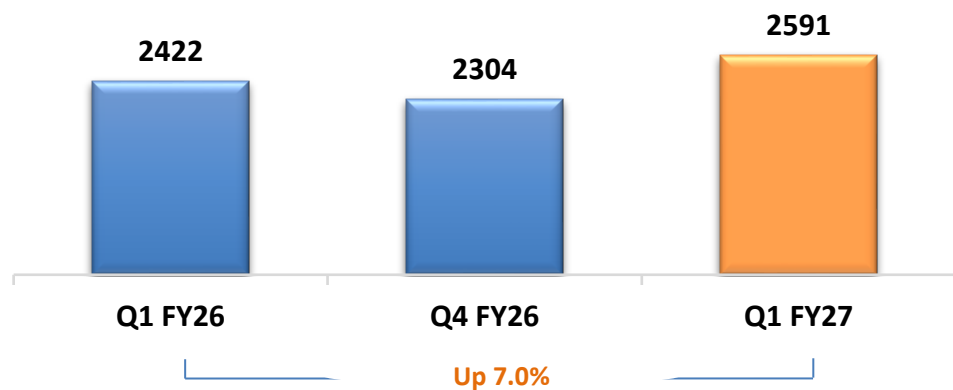
Shalby Limited is listed on both the premier stock exchanges in India and has the aspiration of growing multifold while preserving the core values of “Passion, Compassion and Innovation”.



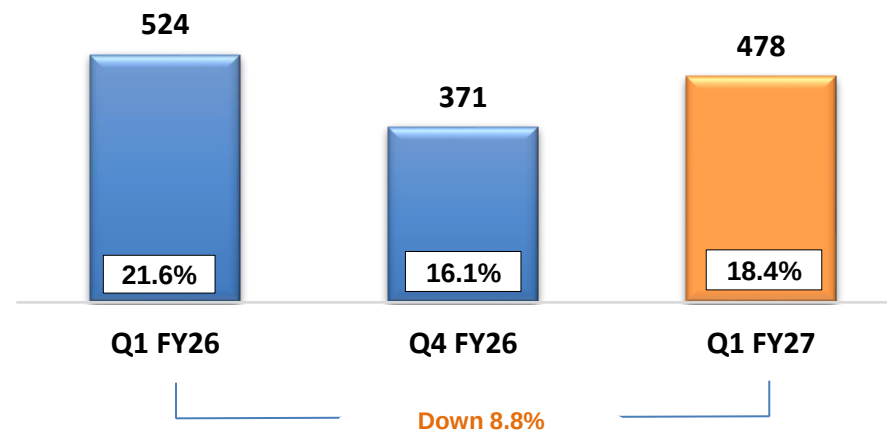
STANDALONE BUSINESS PERFORMANCE

Financial Performance (in INR Mn)

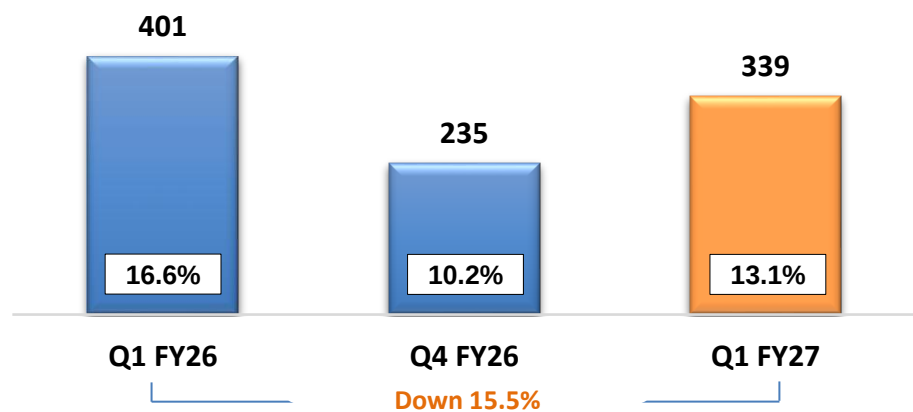
Total Revenue



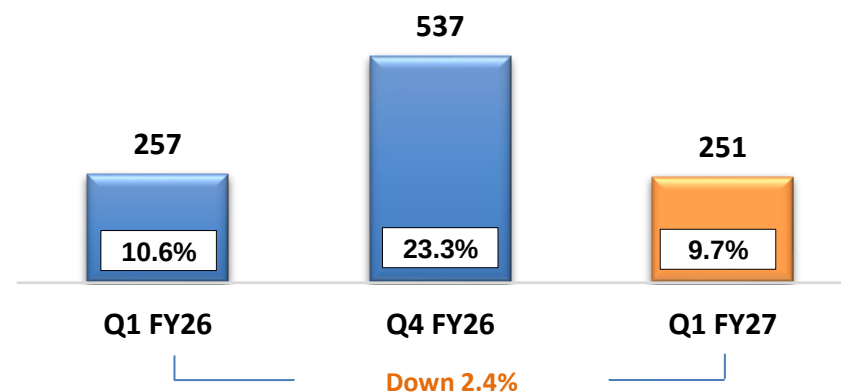
EBITDA¹ & Margin



PBT & Margin



PAT & Margin

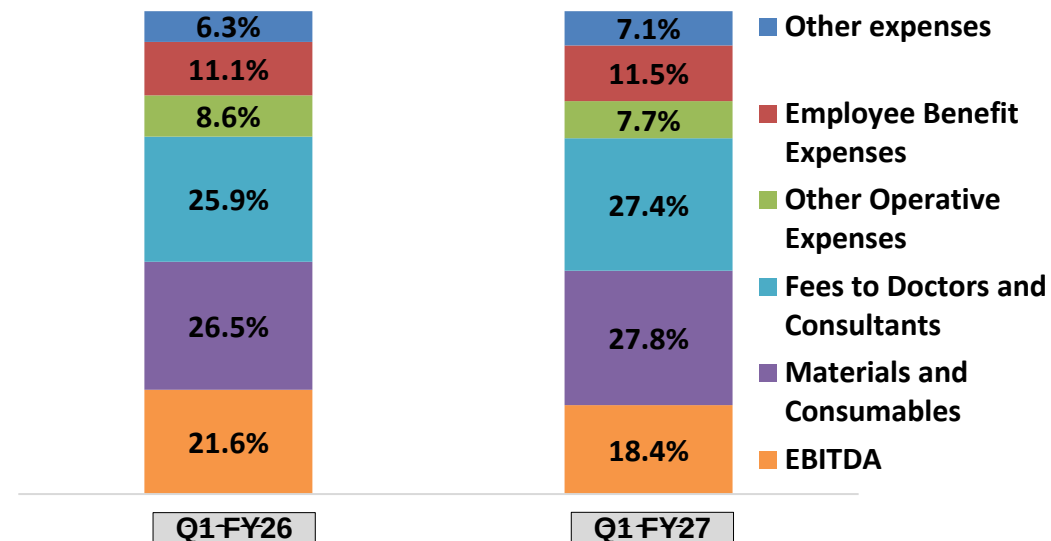


Standalone Business P&L and B/S – Q1 FY27

Profit & Loss

Particulars (INR Mn)	Q1 FY27	Q4 FY26	Q1 FY26	QoQ Growth	YoY Growth
Total Revenue	2591	2304	2422	12.4%	7.0%
EBITDA²	478	371	524	28.9%	(8.8%)
<i>EBITDA Margin %</i>	<i>18.4%</i>	<i>16.1%</i>	<i>21.6%</i>		
PBT	339	235	401	44.4%	(15.5%)
<i>PBT Margin %</i>	<i>13.1%</i>	<i>10.2%</i>	<i>16.6%</i>		
PAT	251	537	257	(53.3%)	(2.4%)
<i>PAT Margin %</i>	<i>9.7%</i>	<i>23.3%</i>	<i>10.6%</i>		

Total Revenue to EBITDA



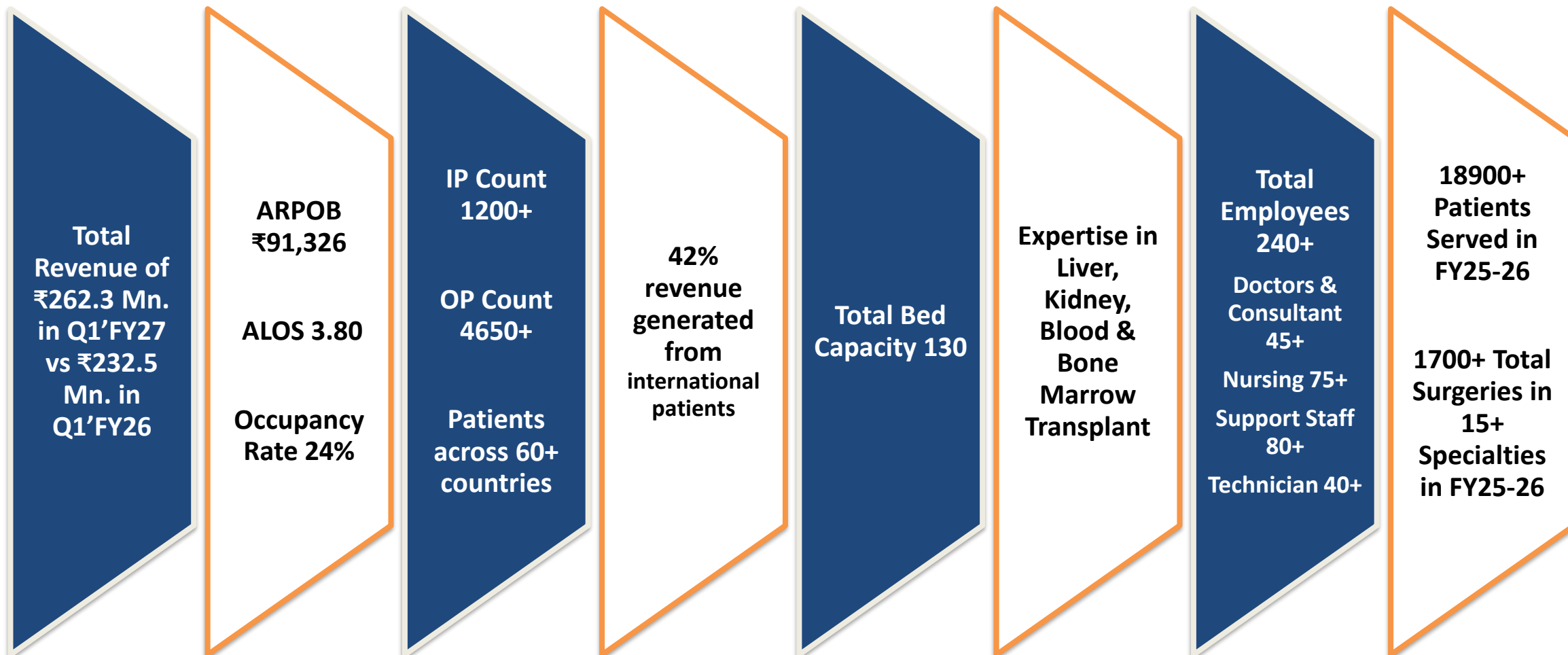
Balance Sheet as of June '26 (INR Mn)

Gross Borrowings	1215.69
Cash & Cash Equivalents	670.86
Net Cash/(Debt)	(544.83)
ROCE¹ (annualized)	9.4%

Notes:

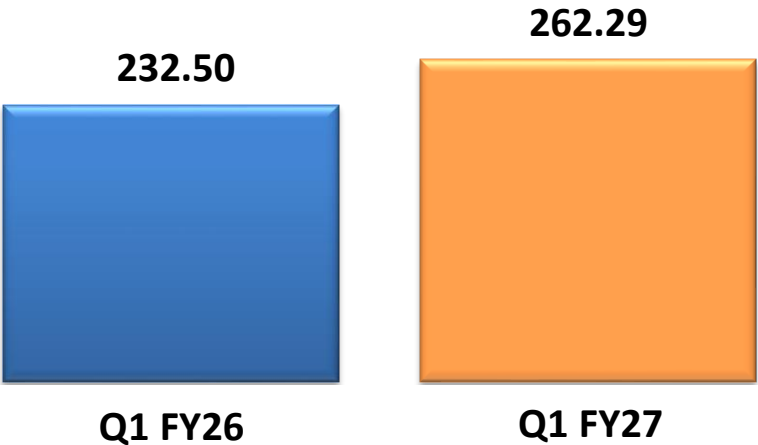
1. ROCE= Annualized EBIT/ Average (Equity +Debt- Cash & Cash Equivalent) 2. EBITDA includes other income.

Shalby International Q1'FY27 Highlights

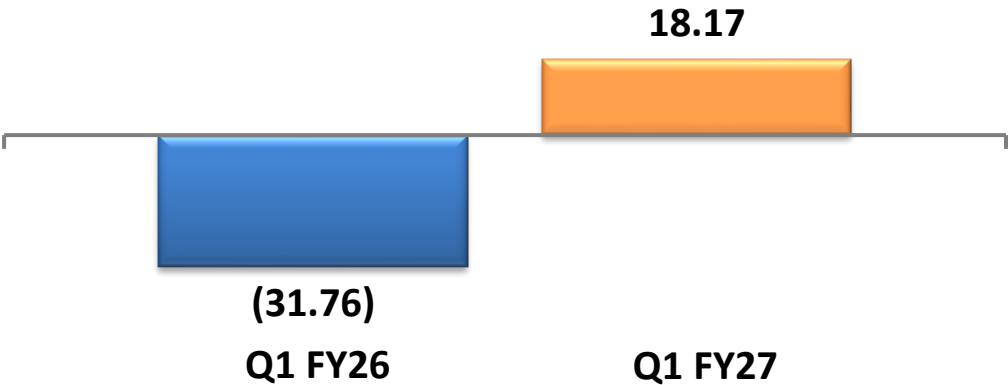


Shalby International Performance Highlights – Q1 FY27

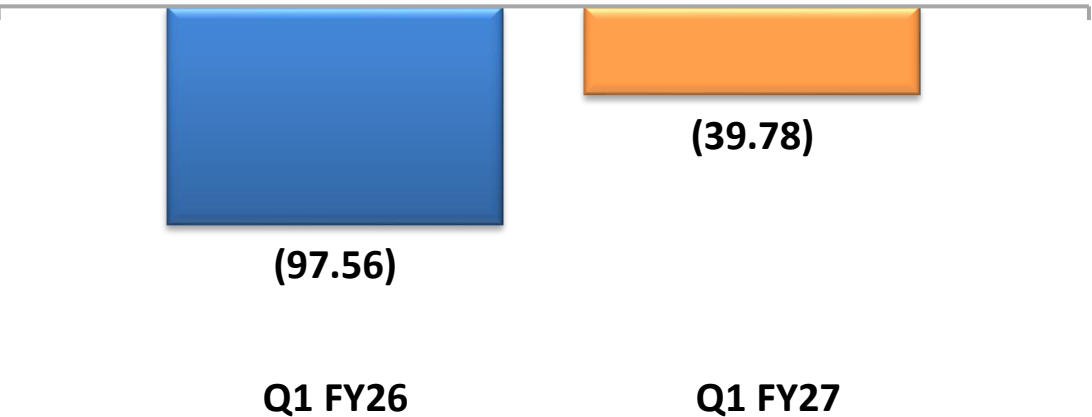
Revenue (INR MN)



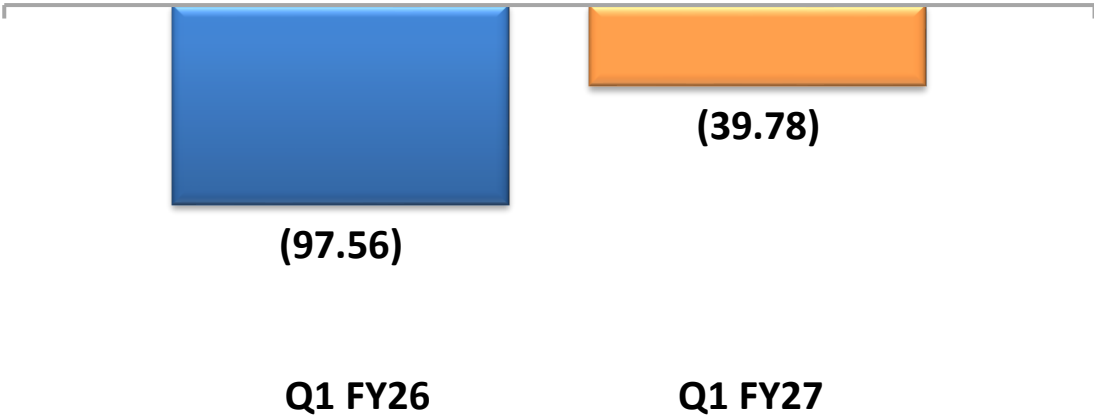
EBITDA (INR MN)



PBT (INR MN)



PAT (INR MN)



1. EBITDA includes other income

Hospital Business Highlights Q1 FY27

Surgery Count and YoY Performance



Arthroplasty

3830+ ↓ 9.2%



Orthopaedic

1420+ ↑ 5.0%



Oncology

495+ ↔



General & Cosmetics

1010+ ↔



Nephro & Urology

1120+ ↑ 55.6%



Other Surgery

1,430+ ↑ 21.9%

Operational Performance³

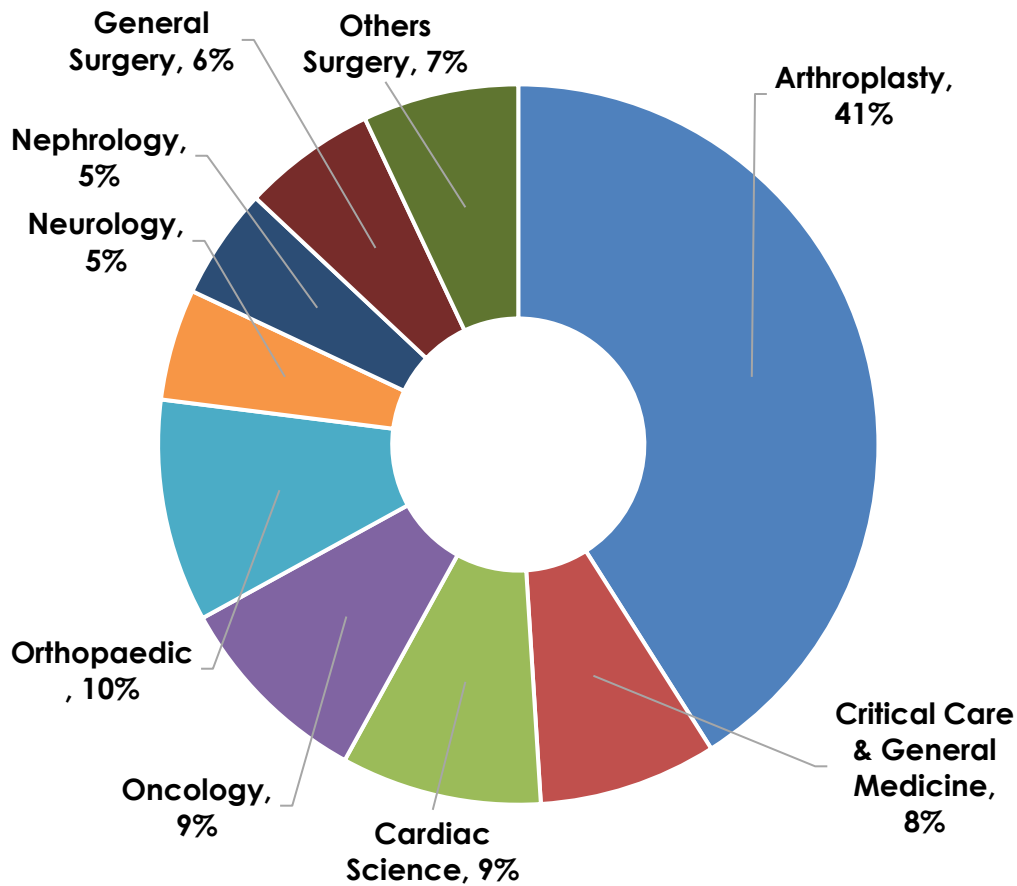
Particulars	Q1 FY27	Q1 FY26	YoY Growth
In-Patient ¹ (Nos.)	23,895	22,499	6.2%
Out Patient (Nos.)	1,28,139	1,34,122	(4.5%)
Surgeries Count	9,326	9,013	3.5%
ARPOB (In Rs.)	44,711	45,673	(2.1%)
Operational Beds ² (Nos.)	1,365	1,415	(3.5%)
Occupied Beds	701	639	9.8%
Occupancy Rate ⁴	51%	45%	624bps
ALOS (without Daycare)	3.69	3.53	4.5%

Notes:

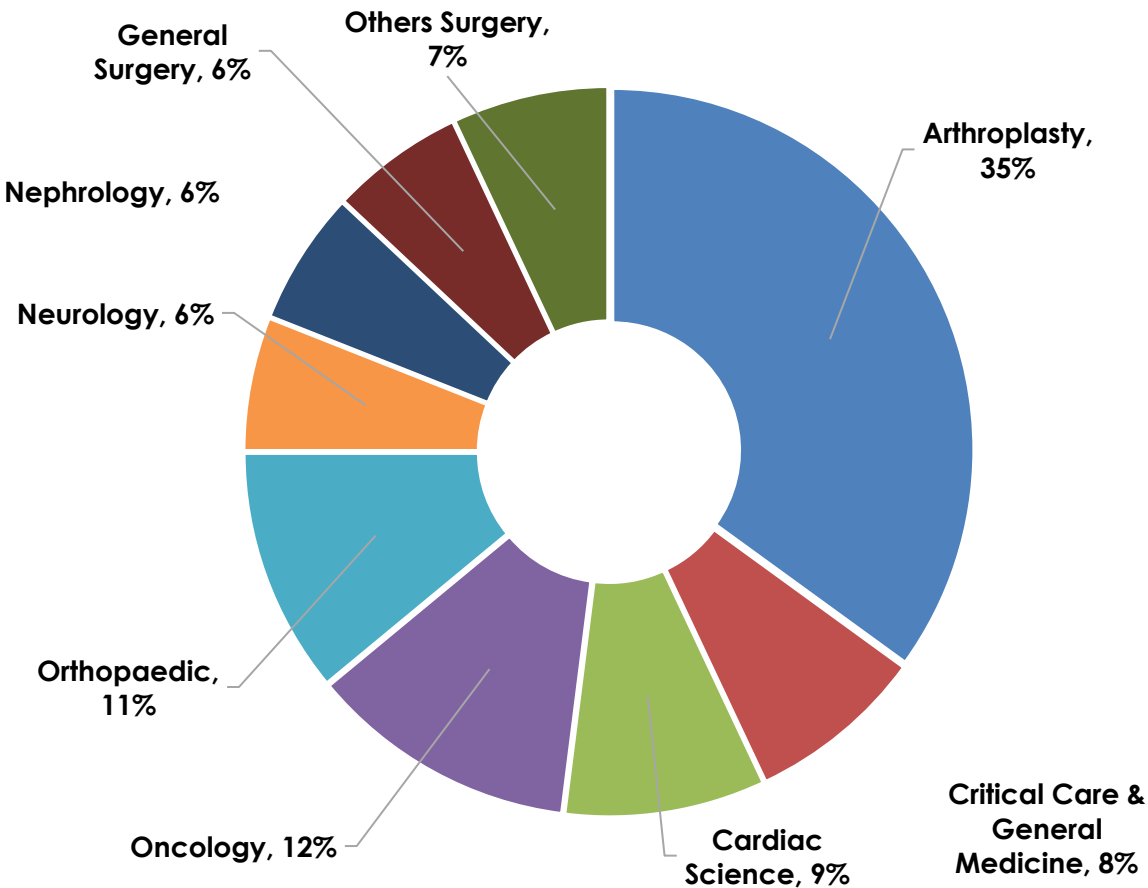
1. In-Patient count Includes Day care count 2. Included operational beds in (FOSO) SOCE unit 3.Q1'FY27 & Q1'FY26 numbers include PK Healthcare performance. 4. Occupancy Rate excluding PK Healthcare is 54%.

Speciality Revenue Mix

Q1 FY2026 ²



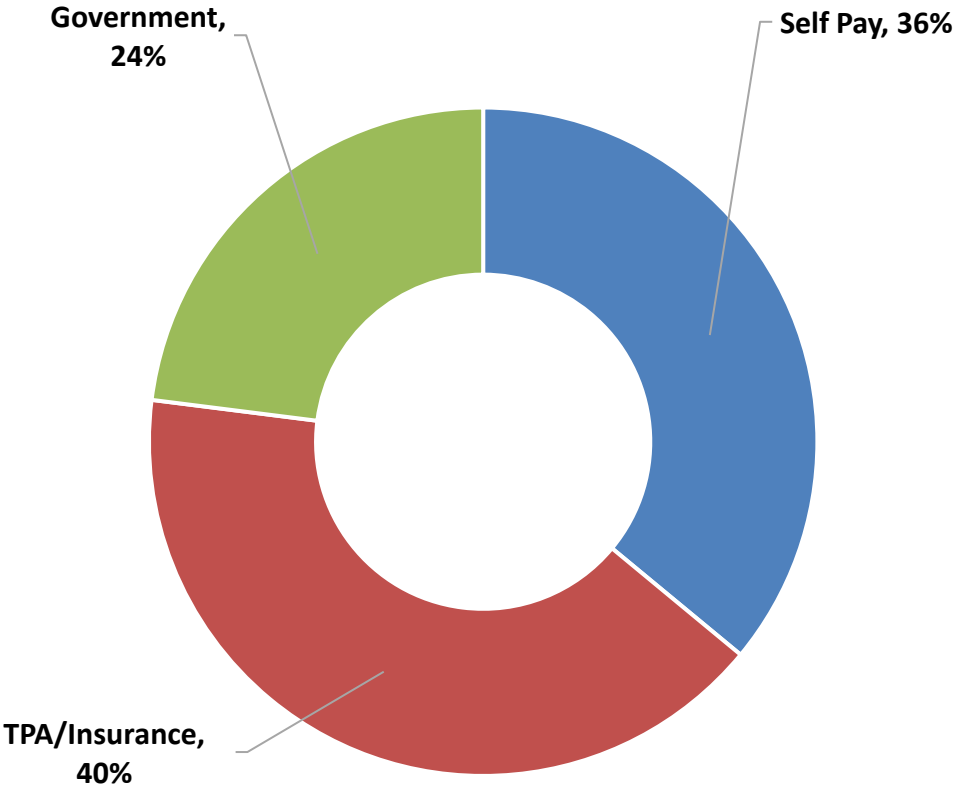
Q1 FY2027 ²



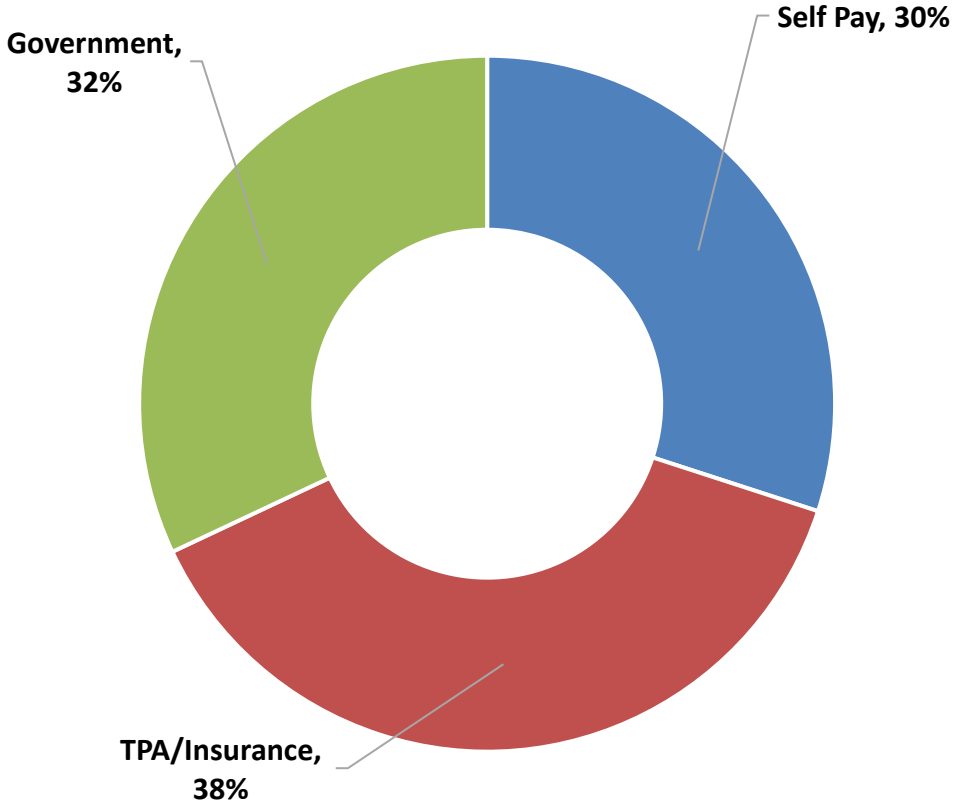
Notes:
1. Orthopaedic includes Spine. 2. Q1'FY26 & Q1'FY27 numbers include PK Healthcare performance.

Payor Mix

Q1 FY2026¹



Q1 FY2027¹



Notes:
1. Q1'FY26 & Q1'FY27 numbers include PK Healthcare performance.

Maturity Wise Hospital Performance – Q1 FY27¹

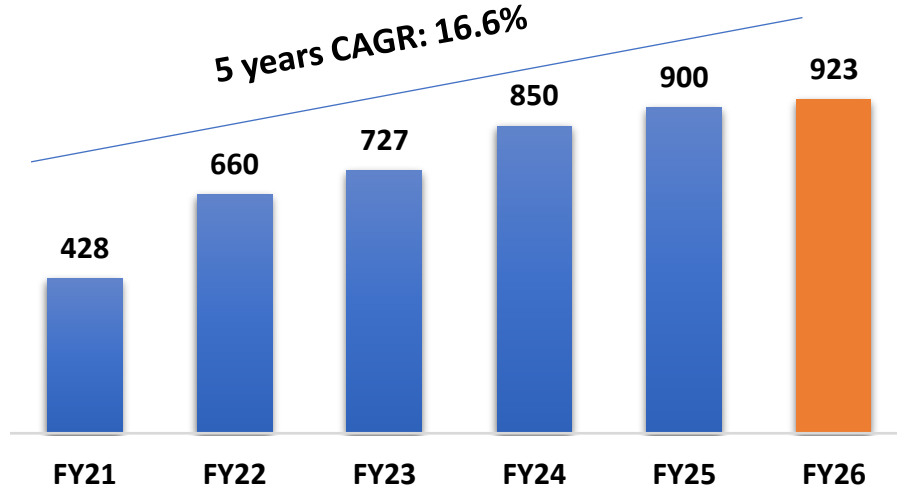
Maturity	No. of Hospitals	Total Revenue (in INR Mn)	Operational Beds	ARPOB	EBITDA (in INR Mn)	EBITDA Margin (in%)
10+ Years	7	1612.2	808	48,880	371.0	23.0%
5-10 Years	3	927.9	427	33,197	161.3	17.4%
0-5 Years	1	262.3	130	91,326	18.2	6.9%
Corporate ^{2,3}	-	50.5	-	-	(54.7)	(108.3%)
Total	11	2852.9	1365	44,711	495.8	17.4%

Notes:

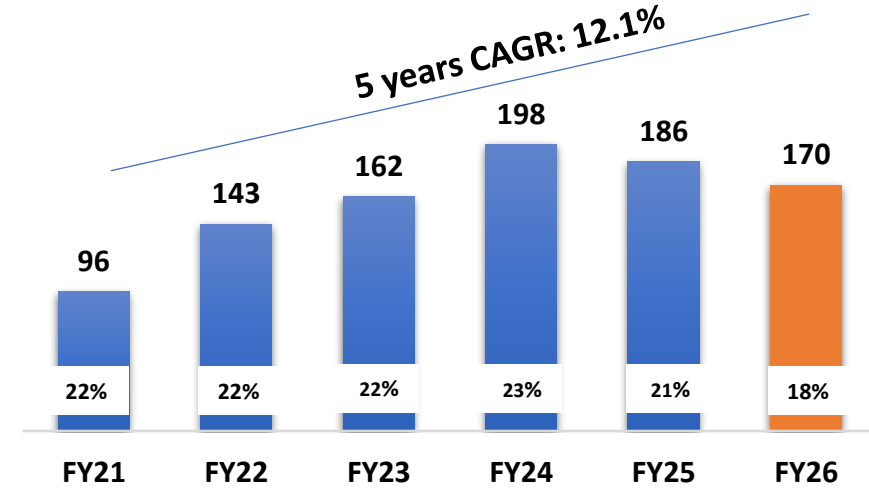
1. Q1'FY27 numbers include PK Healthcare performance 2. Corporate revenue includes MF gains & FD interest, FOSM revenue sharing (Franchise Network- Zynova and Gwalior), interest and corporate guarantee commission income from inter-company loans. 3. EBITDA loss includes Corporate employees' expense and other common administrative expenses.

Financial Trends – Standalone Business ¹

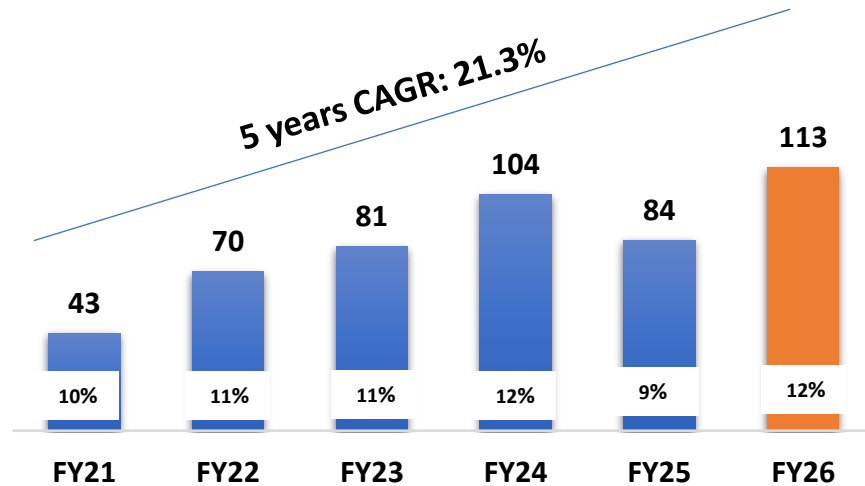
Total Revenue (In INR Cr)



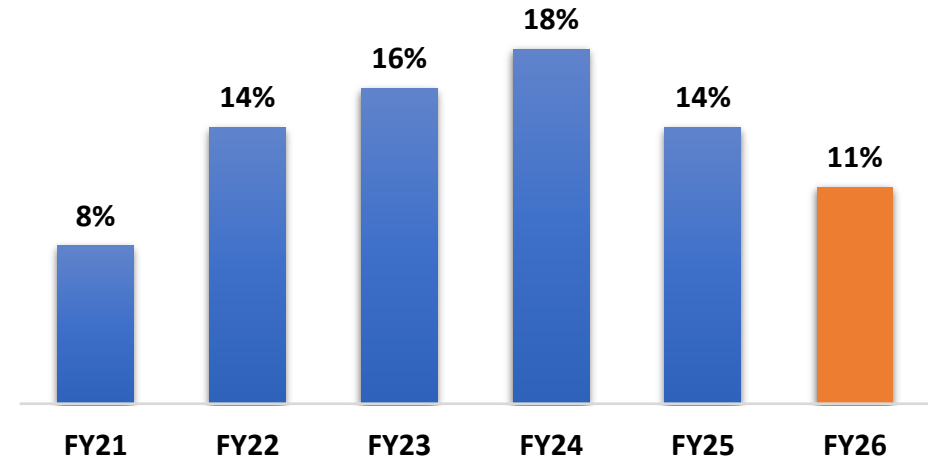
EBITDA (In INR Cr) & Margin (%)



PAT (In INR Cr) & Margin (%)



ROCE (%)

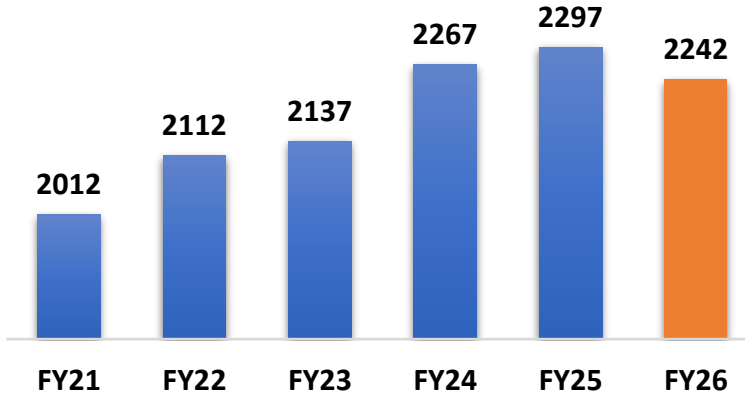


Notes:

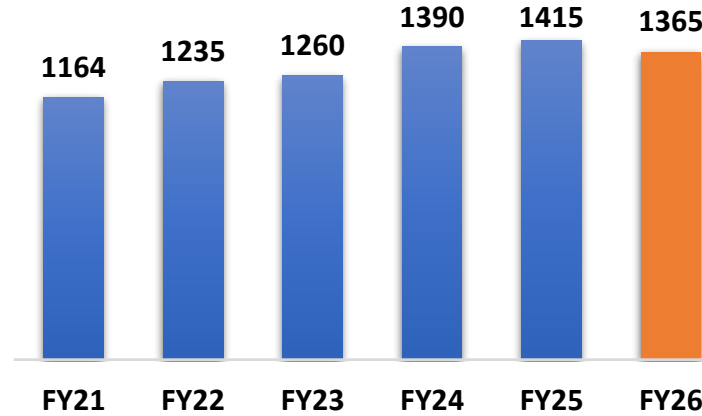
1. Above metrics are excluding of PK Healthcare & FOSM.

Operational Trends – Hospital Business ^{1,2}

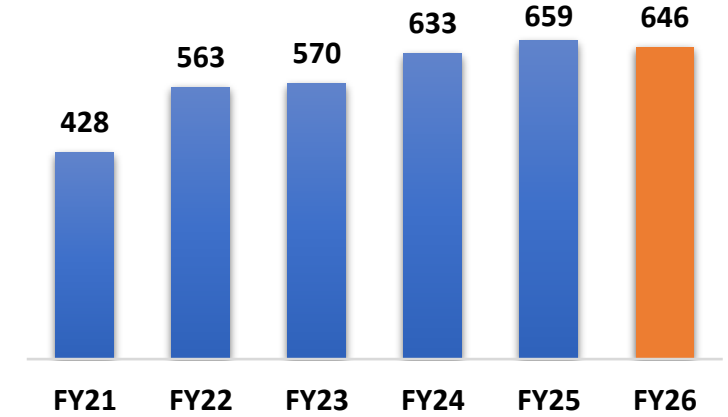
Bed Capacity



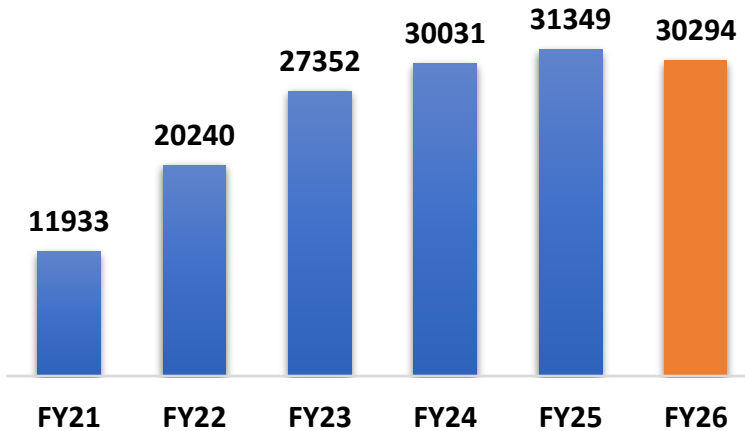
Operational Beds



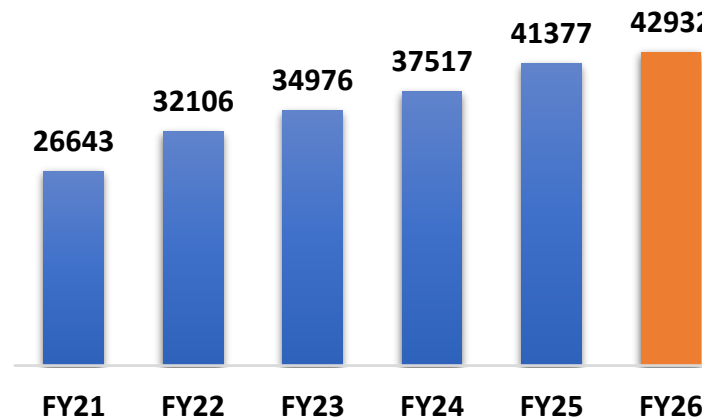
Occupied Beds



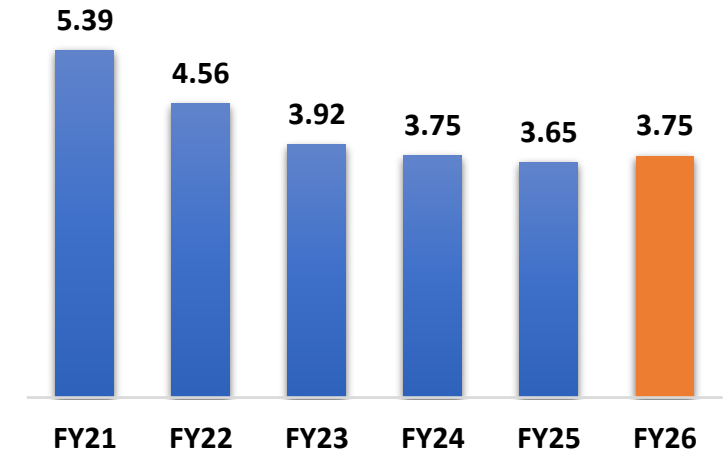
Total Surgeries Count



ARPOB (in INR)



ALOS



Notes:

1. Above metrics are inclusive of PK Healthcare & FOSO. 2. Bed Capacity includes PK Healthcare, FOSO & Shalby Zynova.

Key Focus Areas For Future In Hospital business

Global Leader in Joint Replacement with diversification in other specialties

- Continue to maintain global leadership in joint replacements
- Ongoing diversification with Cardiac Science, Oncology, Neuro-science, Critical Care, General Medicine and Transplants

Prudent Capital Allocation

- Sustainable Capex business model whereby becoming a preferred O&M partner on revenue sharing mode
- Focus to doubling ROCE in coming year due to operational leverage

Growth in Occupancy Rate

- Additional 40% of the total bed capacity is available to support organic growth trajectory with limited capex

24x7 Homecare Services

- Provide Quality Services Through High-end digital systems
- Growing no of services and markets outside home locations

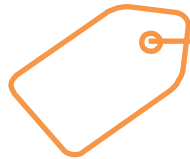
Leveraging Technology

- Adoption and leveraging technology to provide better medical outcomes, patient reach and satisfaction

Expansion Plan

- Mumbai hospitals within development budget and provide access to important local markets

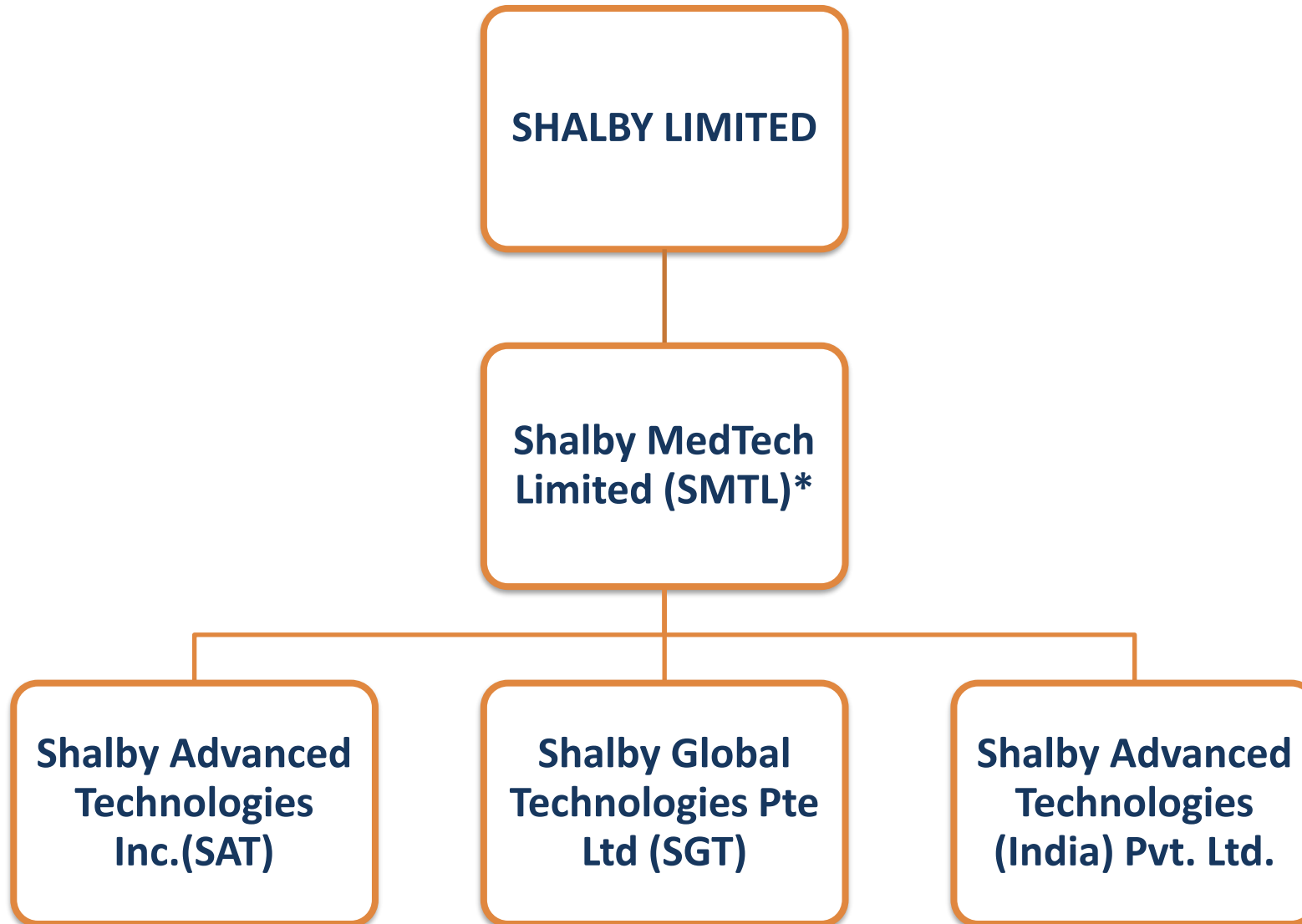




IMPLANT BUSINESS



Shalby's Company Structure of Implant Business

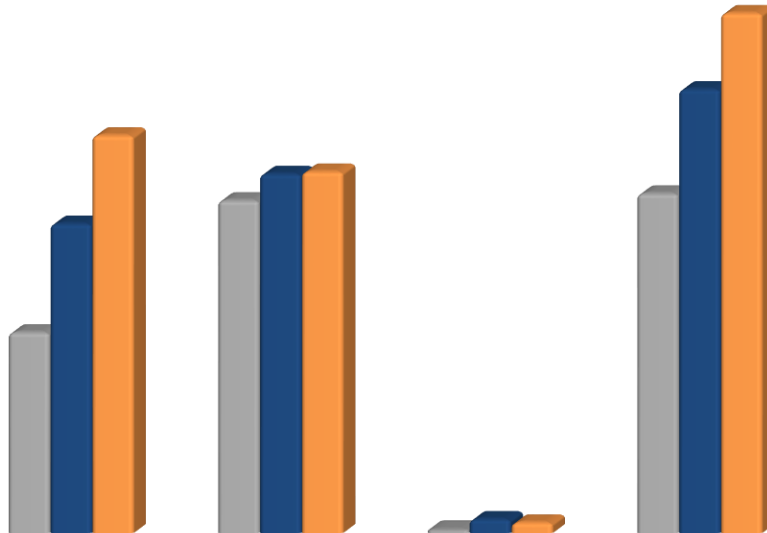


* Shalby MedTech Limited (SMTL) formerly known as Mars Medical Devices Limited. (MMDL)

Shalby MedTech Performance Highlights: Q1 FY27

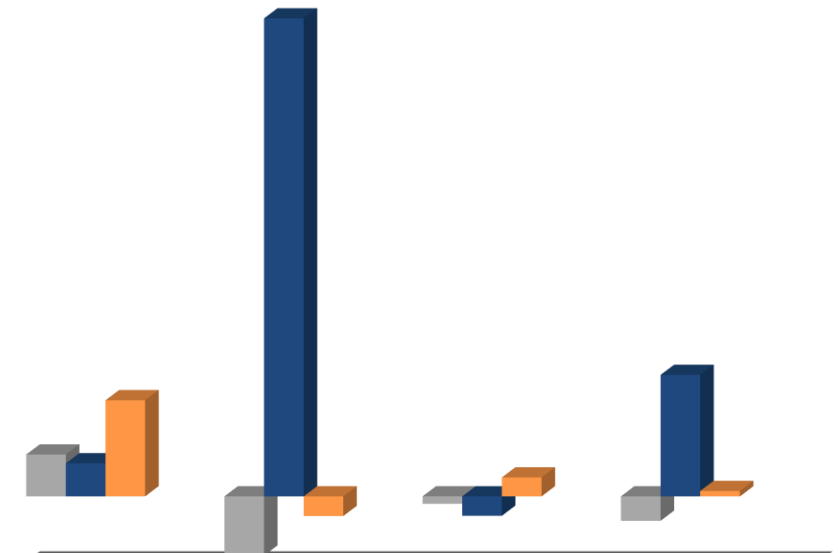
Financial Performance (in INR Mn)

Total Revenue



	SMTL	SAT, Inc.	SGTPL	SMTL Consol.
■ Q1 FY26	182.44	302.06	3.64	308.25
■ Q4 FY26	280.89	326.03	12.88	402.68
■ Q1 FY27	360.96	328.10	9.87	471.67
QoQ Growth %	29%	1%	-23%	17%
YoY Growth %	98%	9%	171%	53%

Total EBITDA



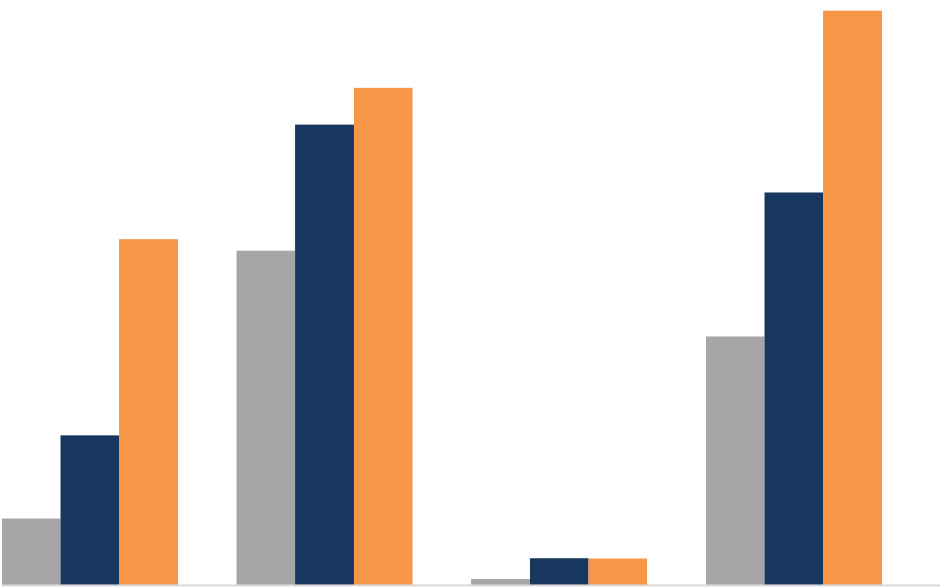
	SMTL	SAT, Inc.	SGTPL	SMTL Consol.
■ Q1 FY26	12.79	(18.12)	(2.27)	(7.48)
■ Q4 FY26	10.12	146.00	(5.94)	37.16
■ Q1 FY27	29.41	(6.02)	5.79	1.65
QoQ Growth %	191%	-104%	197%	-96%
YoY Growth %	130%	67%	355%	122%

Shalby MedTech Financial Historical Trend



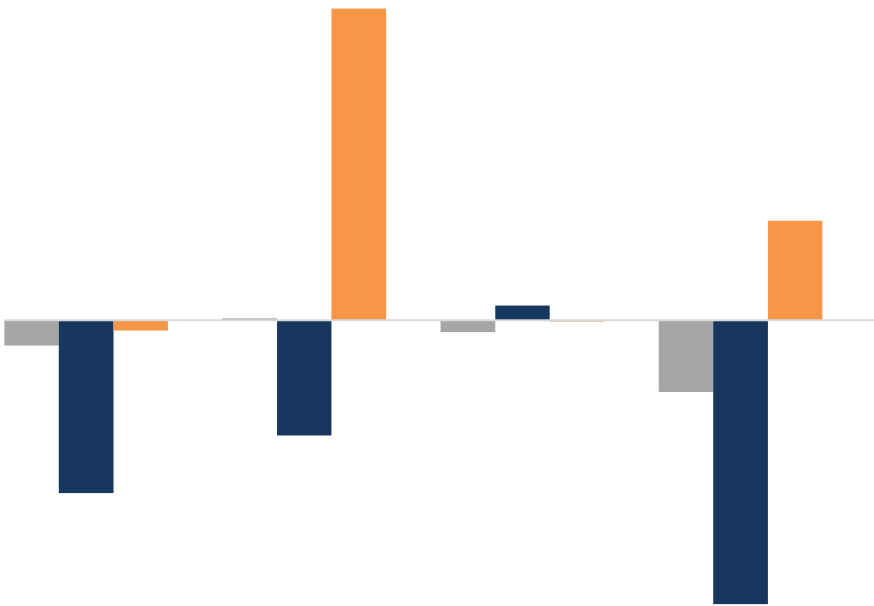
Financial Performance (in INR Mn)

Total Revenue



	SMTL	SAT, Inc.	SGTPL	SMTL Consol.
FY 24	156.74	786.02	14.49	584.41
FY 25	352.04	1,081.82	63.72	922.86
FY 26	813.11	1,168.23	63.05	1,349.72
YoY Growth %	131%	8%	-1%	46%

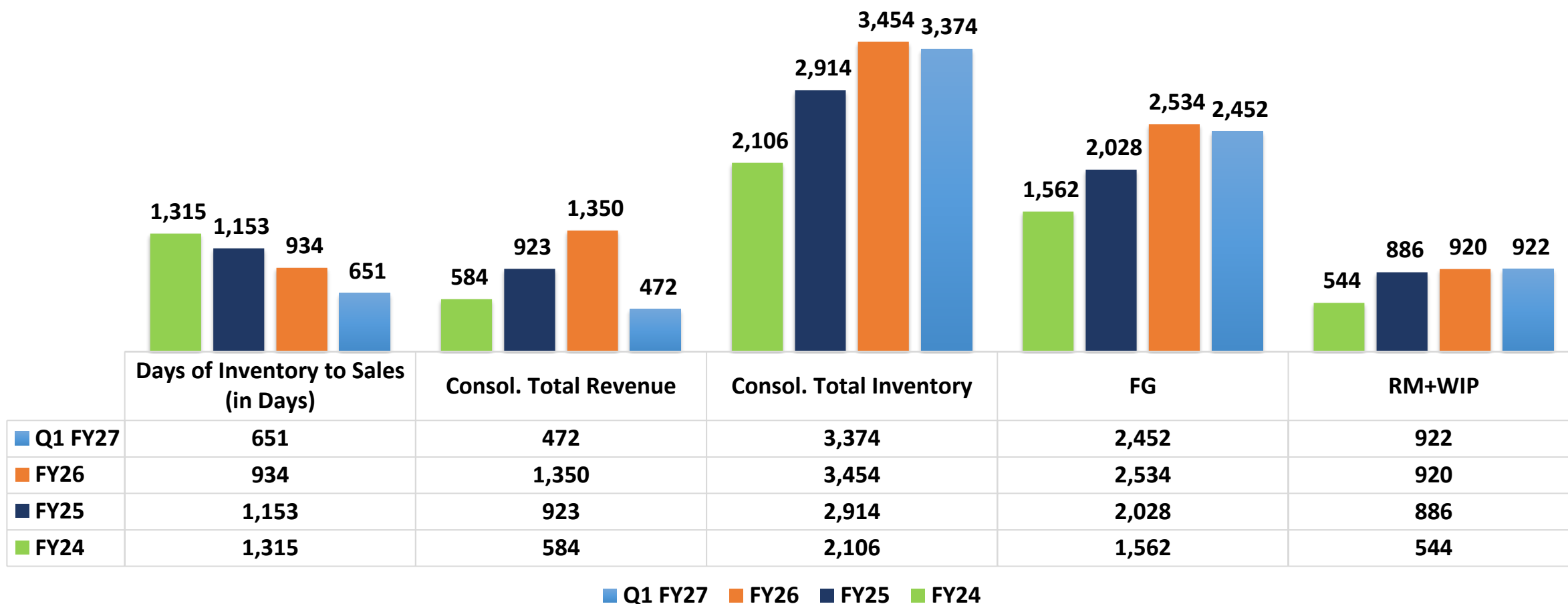
Total EBITDA



	SMTL	SAT, Inc.	SGTPL	SMTL Consol.
FY 24	(17.25)	1.18	(8.00)	(48.52)
FY 25	(116.76)	(77.92)	9.91	(191.65)
FY 26	(7.10)	210.15	(0.99)	67.04
YoY Growth %	94%	370%	-110%	135%

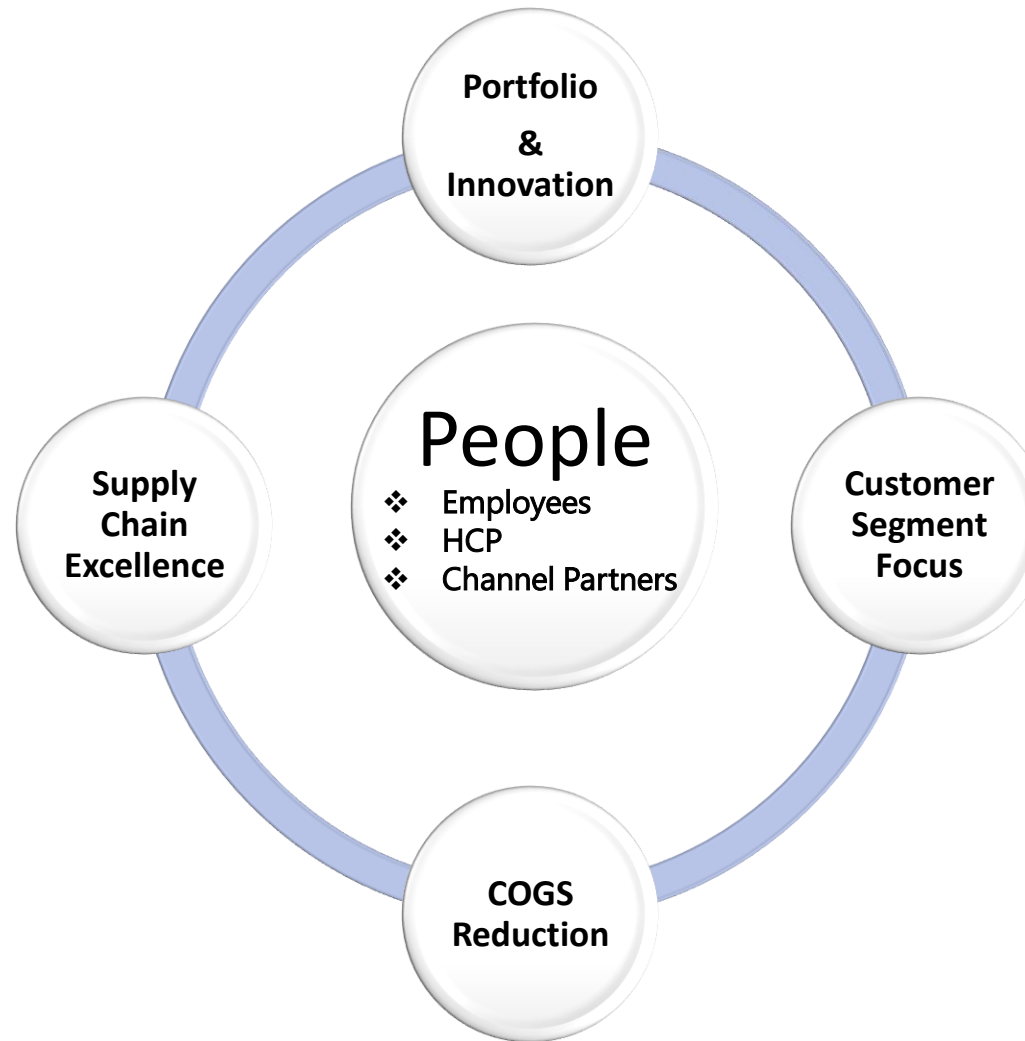
Shalby MedTech Consolidated Inventory

SMT Consolidated Inventory
(in INR mn)



CORE STRATEGIC PILLARS

- Recruitment, retention & training of sales and corporate teams.
- Strong employee engagement, involvement and regular communication.
- Clear career development pathway.
- Rewards and recognition.
- Annual goals and performance planning.



- Continual training of employees, HCPs and Channel Partners.
- Solid Partner Relationship.
- Achieve industry-best talent.
- Implement robust succession planning process.
- Scale leadership development programs.

Implant Business Footprint Global

Existing Markets

- North America
- Japan
- India
- Indonesia

Approval Received

- Malaysia (Knee)
- Vietnam (Hip)
- Nepal
- Burma
- Brunei

Upcoming Markets

- Argentina
- Peru
- Colombia
- Iran
- Iraq
- Paraguay

Implant Business Footprint Across India

Existing Markets

- Andhra Pradesh
- Chhattisgarh
- Gujarat
- Haryana
- Karnataka
- Madhya Pradesh
- Maharashtra
- Punjab
- Rajasthan
- Tamil Nadu
- Telangana
- West Bengal

Upcoming Markets

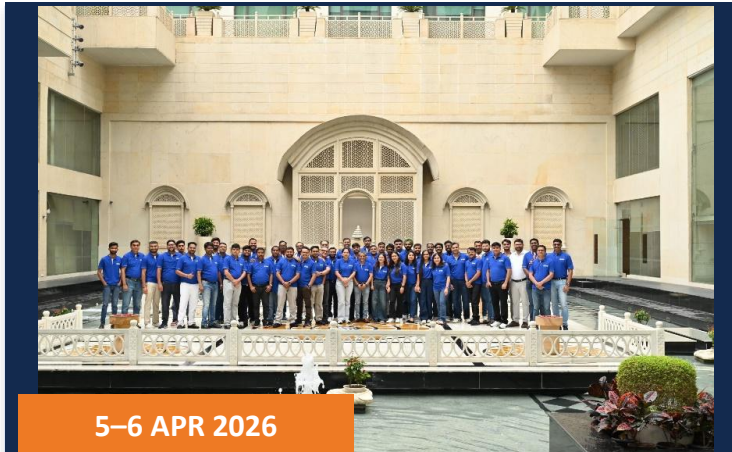
- Assam
- Odisha
- Uttar Pradesh
- Uttarakhand

Marketing Engagements



EVENT HIGHLIGHTS • APRIL – MAY 2026

Building Momentum Early in the Quarter



5–6 APR 2026

National Sales Kick-Off • Jaipur

Brought together sales and leadership teams from across the country to align on business strategy, product updates and sales planning for the year ahead. Outstanding performers were recognized, strengthening collaboration to drive growth and customer excellence.



5 APR 2026

BOSCON 2026

Connected with leading orthopedic surgeons and industry professionals. The conference provided a platform to showcase our orthopedic solutions, exchange clinical insights, and strengthen collaborations within the orthopedic community.



23–24 MAY 2026

DAA Workshop • Bengaluru

At M S Ramaiah Institute, orthopaedic surgeons came together for an immersive two-day Direct Anterior Approach (DAA) Hip Arthroplasty learning experience — combining structured cadaveric education with live surgical observation.

Marketing Engagements

EVENT HIGHLIGHTS · JUNE – AUGUST 2026

Deepening Surgeon Engagement



14–15 JUN 2026

Guwahati Knee Course

A 2-day program bringing together leading orthopedic surgeons for scientific discussions, expert-led sessions, and the exchange of the latest advancements in knee arthroplasty — reinforcing our commitment to orthopedic education.



28 JUN 2026

Ahmedabad Orthopaedic Society Conference

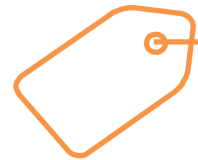
Participated in “Fracta Vincimus,” featuring insightful sessions on fracture management, Hip Arthroplasty and Revision Hip Arthroplasty — an excellent platform for learning and collaboration with leading orthopedic surgeons.



31 JUL – 2 AUG 2026

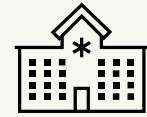
Delhi Conference

Focused on brand building, surgeon interactions, and creating awareness about our products among the orthopedic community in Delhi.



ABOUT SHALBY LIMITED

Presence



13
Hospitals¹



OPD clinics

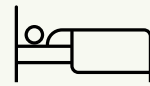
60
Domestic

23
International²

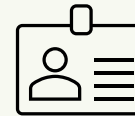


Orthopedic Implant
Manufacturing in USA

Strength



2,200+
Bed Capacity



4,500+
Total Employees³



1,150+
Doctors⁴ Team



Years of Legacy

Clinical Excellence



30+
Specialties



~3.5 million+
Patients Served⁵



175,000+
Joint Replacements



#1
Global Ranking in
Arthroplasty

1. 11 Multispecialty and 2 Single Speciality, 2. East African Countries, Iraq, CIS, Dubai, Oman, Bangladesh and Nepal. 3. Including Doctors, 4. Including visiting consultants, 5. Since Inception

Integrity

Highest standards of
transparency
accountability, and
corporate governance

Team-Work

A patient-centric focused
team with a great blend of
experience, diversity, fresh
thinking, with proven
excellence in service

Learning

Laser sharp focus on
upgrading the skills of
our team and building
people capability
ensuring high levels
of patient care

Excellence

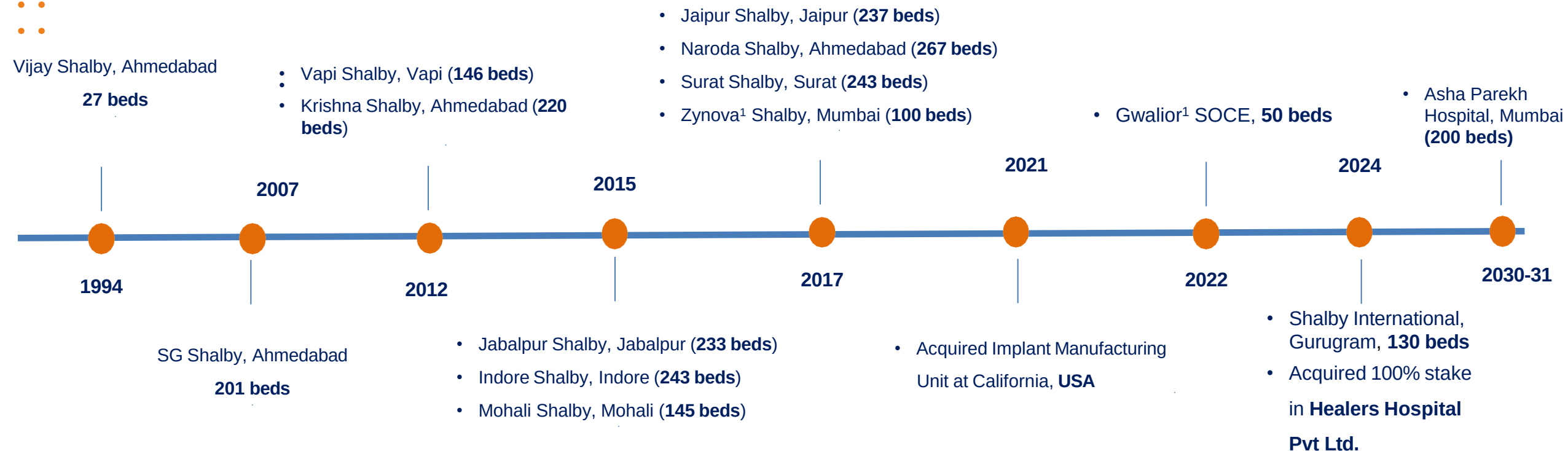
Proven leadership in
healthcare, setting up
Centre of Excellence
to capture massive
opportunities

Empathy

Creating an
equitable healthcare
system keeping
interests of patients
and families at the
focus



Our Journey & Expansion Plan

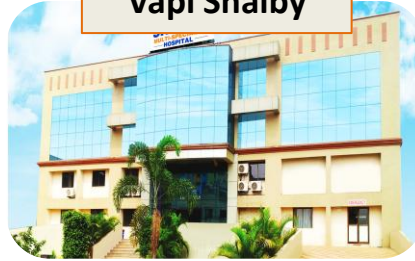


Multispecialty Hospital Units

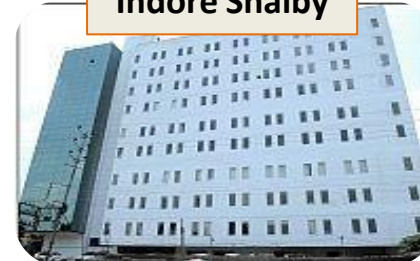
SG Shalby



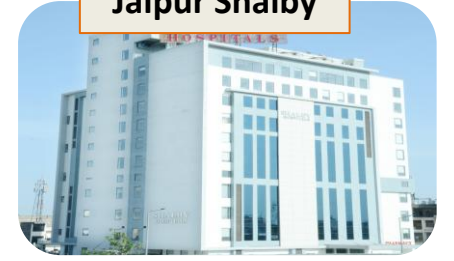
Vapi Shalby



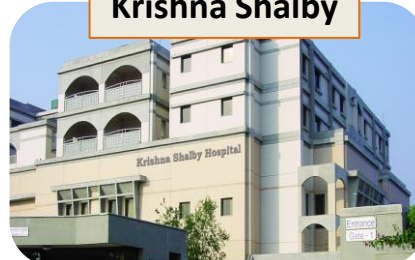
Indore Shalby



Jaipur Shalby



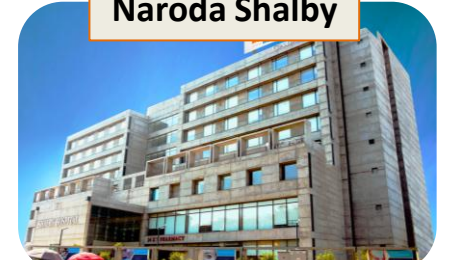
Krishna Shalby



Mohali Shalby



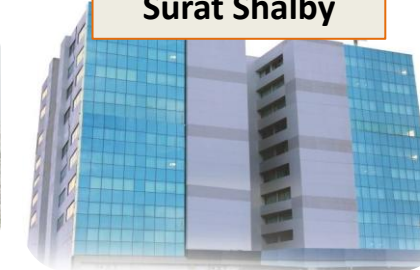
Naroda Shalby



Jabalpur Shalby



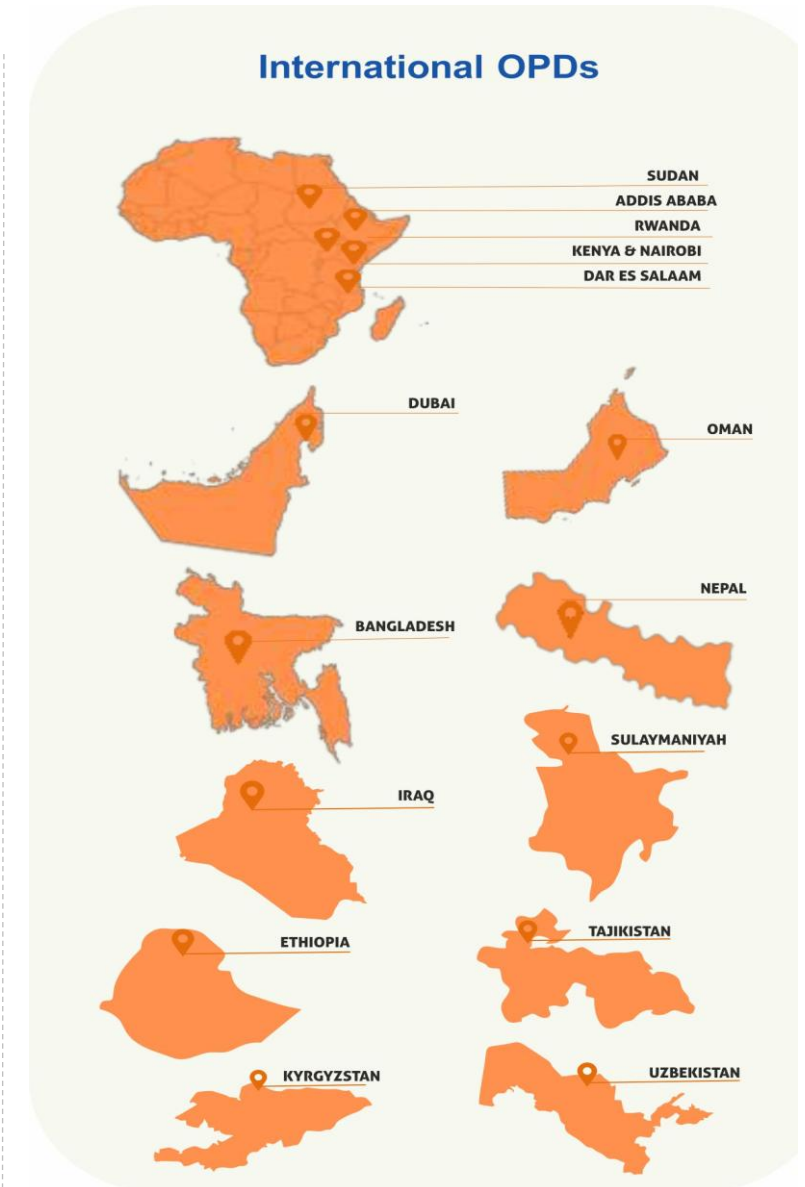
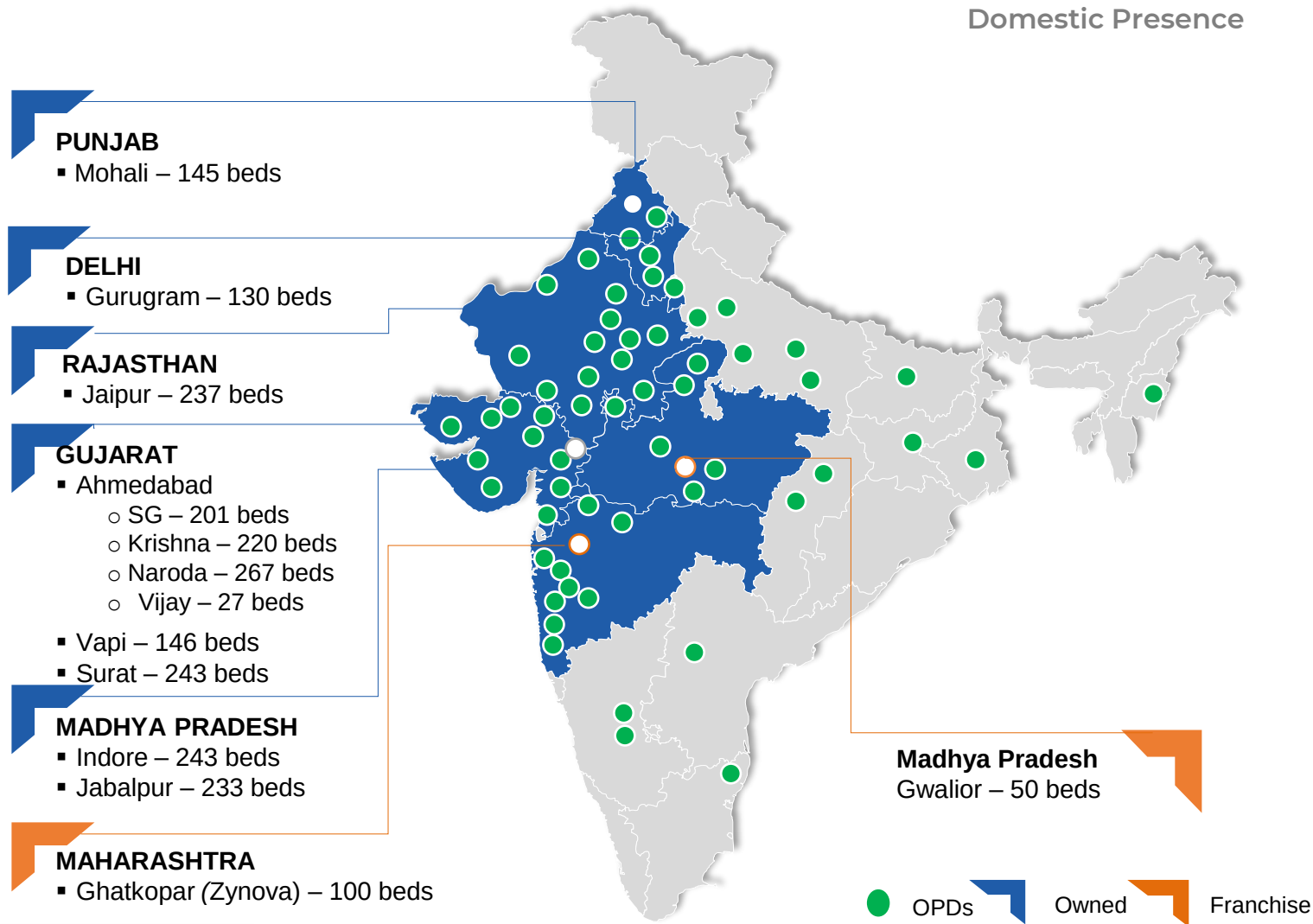
Surat Shalby



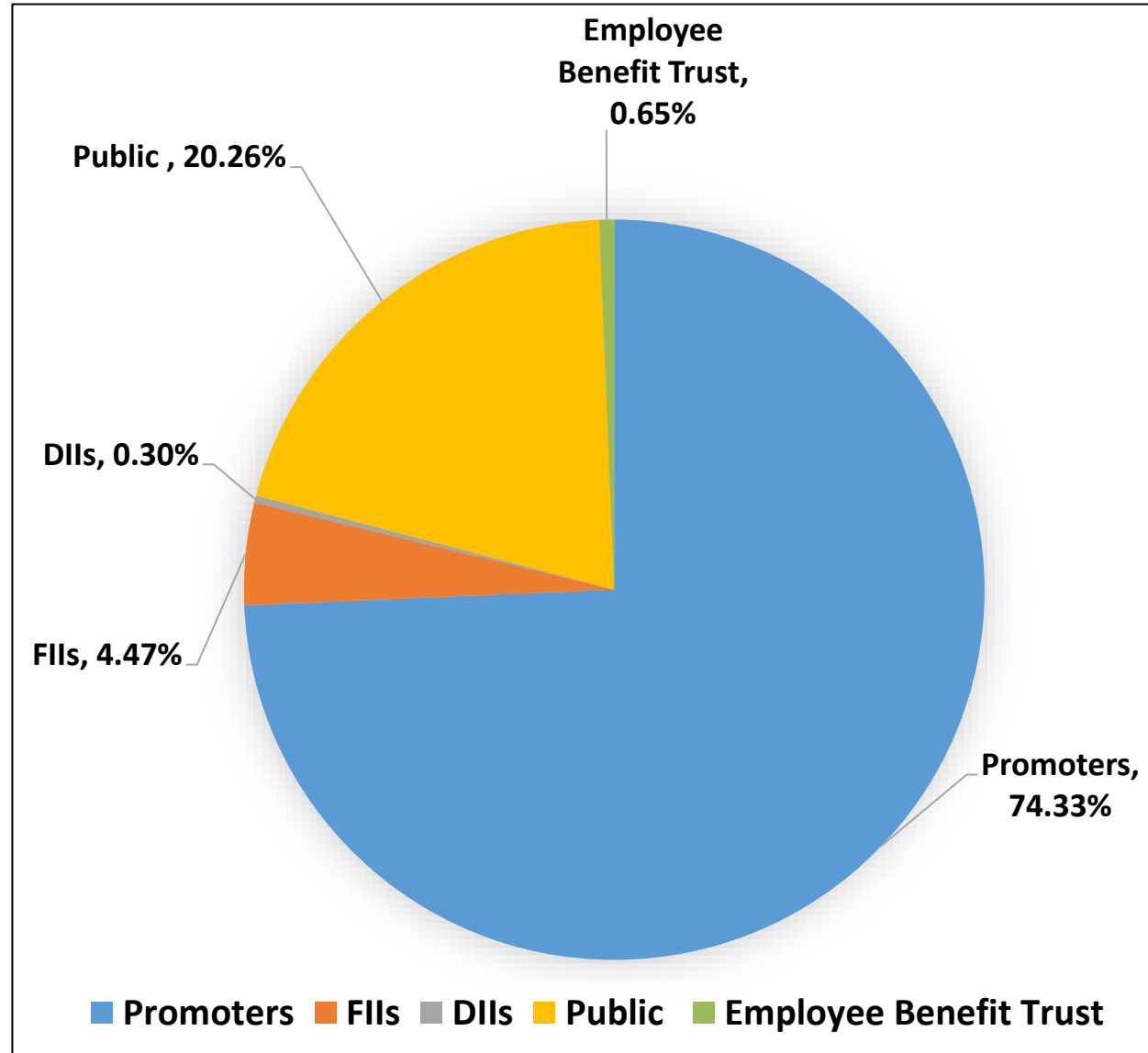
Shalby International



BIGGEST HEALTHCARE CORPORATE GROUP IN WESTERN AND CENTRAL INDIA



Shalby Limited Shareholding Pattern (as on 30th June'26)





Dr. Vikram Shah
Chairman and
Managing Director

Dr. Vikram Shah, serving as Director of the Department of Knee Replacement at Shalby Hospitals since 1993 has nearly three decades of vast professional healthcare experience across the UK, USA and India. In recognition of his outstanding contribution in the field of orthopedics for completion of 1,75,000 joint replacement surgeries, he was conferred with the 'Times Man of the Year' Award by Times of India Group in 2018.



Dr. Ashok Bhatia
Independent
Director

Mr. Ashok Bhatia is an experienced Pharmaceutical executive with over 48 years of leadership spanning sales, marketing, business development, M&A, and talent management. He dedicated 37 years to Zydus Lifesciences, where he rose to the position of President – Emerging Markets, overseeing operations across 12 markets and managing a team of over 800 professionals. He holds a Doctorate in Business Administration (DBA), an MBA, and a B.Sc., and is a guest faculty at IIM Ahmedabad and IIM Rohtak, specialising in International Marketing and Talent Management. His article 'Gender and Workplace' has been published in VIKALPA, the journal of IIM Ahmedabad.



Mr. Shyamal Joshi
Independent
Director

Associated with Shalby Hospitals since 2010, Mr. Joshi holds a bachelor's degree in commerce from Gujarat University and is a member of the ICAI. He has huge working experience that spans corporate strategy, fund raising, acquisition, merger, taxation and accounting among others. Currently, he holds directorship of various other Companies.



Mr. Tej Malhotra
Independent
Director

Mr. Malhotra comes with over four decades of experience across various industries in India and internationally. Earlier, he was associated with GHCL as Senior Executive Director, Idea Soda Ash and Calcium Chloride Company of Saudi Arabia as Technical Director and as Executive Engineer (Mechanical) at Hindustan Copper. He has been awarded the 'Bhartiya Udyog Ratan' award by the Indian Economic Development and Research Association, the 'Bhartiya Gaurav' award by the World Economic Progress Society and 'Darbari Seth Award 2009' by the Alkali Manufacturers of India for best managed soda-ash plant.



Dr. Umesh Menon
Independent
Director

Dr. Menon has deep expertise in finance and cost accounting. He also holds MBA with specialization in Finance, and a fellow member of Institute of Cost Accountants of India. He has been conferred with the Doctorate (PhD) in Management. Currently, he also serves on the board of directors of various other companies. He is also an international expert and trainer for the United Nations Industrial Development Organization.



Ms. Sujana Shah
Independent
Director

Mrs. Sujana Shah, a practicing Chartered Accountant has vast experience of nearly two decades across the domain of finance, accounts, audit, direct and indirect taxes, banking and treasury. Currently, she serves as a partner of V. R. Shah & Associates, Chartered Accountants. She has also audited many reputed public banks in India as Statutory and Internal Auditor.

Thank You

For further information, please contact:

Jigar Todi
Investors Relation & Corporate Strategist

+91 9512049871
ircs3.corp@shalby.org

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Website: www.shalby.org | CIN: L85110GJ2004PLC044667